



27 August 1974

MEMORANDUM FOR THE RECORD

SUBJECT: 19 August Meeting of ASD(I) Indications and  
Warning Review Group

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1. Meeting began at 1530 in Mr. Wallace Henderson's office, The Pentagon, 3E279. Those attending were Mr. Henderson (ASD(I)), RADM Coughlin and Col. Sparks (JCS), [redacted], Dr. Adams / Mr. Markham and CDR Zimmer (State), and [redacted]. Purpose of the meeting was to review the assignment and progress of tasks and reach agreement for a proposed interim progress report to be briefed to the I&W Review "Senior Group" on 16 September 1974.

2. Mr. Henderson displayed on the blackboard the five principal study programs and assignments that had previously been agreed upon. Additionally, a sixth proposed study area was introduced by Mr. Henderson. The study areas and assignment are as follows:

(a) I&W system support to NSDM 242 illustrative scenarios.--JCS (RADM Coughlin)

(b) I&W system support to non-nuclear crisis management (Precisely, an analysis of I&W activity prior to the October Mid-East War.)--IC Staff--  
[redacted]

(c) Interactive collection tasking/data correlation--  
DIA.

(d) I&W systems survivability analysis.--NRO.

(e) Compartmentation and Multilevel security.--  
ASD(I). (I believe it's to be done by MITRE under contract to ASD(I).)

--and the new task,

(f) A comprehensive I&W Systems Compartmentation briefing for those elements/people who provide direct support to the WSAG.--Mr. John Hughes



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3. RADM Coughlin was the only one prepared to give a progress report. He distributed a proposed "work plan" (attached) and noted that his effort would be completed in four stages. Briefly, the Coughlin effort will (a) prepare three illustrative scenarios and identify information needs for each, (b) identify existing and planned collection systems to satisfy these needs, (c) compare anticipated collection performance with information requirements, and (d) develop recommendations to correct deficiencies.

4. During RADM Coughlin's presentation he turned to me and remarked that he was disappointed by "the lack of support from the DCI." I asked what he meant by that and he replied that his people had asked for help in developing scenarios and no help had been received. I replied that I was unaware of any outstanding request, but if the Admiral would cite some specific tasks I would check into it. RADM Coughlin stated his people had undertaken the tasks themselves and he had no new requests at this time. Mr. Henderson broke in and commented that there was no problem with the IC Staff, but, he too was disappointed over the lack of CIA interest and effort in the overall project. I reminded Henderson and Coughlin of my remarks at the start of the meeting, to wit--due to Mr. Heyman's leave and the press of business, [redacted], the CIA representative, was compelled to remain at the operations center and that, for this meeting, I was representing CIA as well as the IC Staff. I again asked for specific examples of lack of support. Col. Sparks spoke up and stated that CIA had been requested to participate in the development of the three illustrative scenarios (Central Europe, Iran, and Sino-Soviet Border). According to Sparks the CIA replied that they would review and comment on draft papers, but as a matter of policy would not initiate a contribution. I then noted the three proposed scenarios and asked for copies so that I could request a CIA review. Sparks replied that they were not ready for distribution.

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5. The discussion about the scenarios prompted Dr. Adams, the senior State representative to inquire about the relationships between the ASD(I) effort, the Interagency Crisis Management Task Group (formerly under VADM King) the C&C study group under RADM Corley and NSDM 242. Mr. Henderson gave what I thought was a rather incomplete response and emphasized that the ASD(I) group should be considered "a major subgroup" of the Crisis Management Task Group. As such the ASD(I) effort would be a comprehensive review of I&W requirements and assets for the entire community. I broke in and stated that I had attended every meeting of the crisis management task group, I was privy to all correspondence, and yet was unaware of any such charter for the ASD(I) effort. I further stated that the Terms of Reference for the ASD(I) effort were

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quite explicit in identifying it as a review of DOD assets and requirements. Further, that the DCI had agreed to participate in this DOD review and my presence was evidence of that willingness to cooperate. I closed with an afterthought that CIA's position did not seem contrary to this understanding. Mr. Henderson responded that he had been invited to be present at each crisis management task group meeting and report on the status of the ASD(I) Review. I noted that I had seen him at several meetings.

6. Col. Sparks then invited the group's attention to the second and third phases of his effort. He noted that much of the proposed work would involve analysis of present and future collection systems and asked if the IC Staff would be able to contribute. I replied that we did indeed have a division concerned with collection matters, and I would pass his request to my superiors.

25X1 7. Later in the meeting Mr. Henderson asked for a copy of [ ]'s I&W Study dealing with the October Mid-East War. I explained that [ ] was due to return from leave the week of 26 August and I would advise him of Henderson's request. 25X1

8. There was no discussion on any of the remaining tasks other than a statement by Mr. Henderson that he would like to have a "dry run" progress report session on or about 9 September in preparation for the "formal" progress report to be given to the I&W Review Senior Group on 16 September. Henderson identified the members of the Senior Group as Hall--ASD(I), Vest--State, Graham--DIA, Wilson--DCI/ICS, Sitton--JCS/J-3.

25X1 9. Comment. I believe our early concerns are proving justified. What was initially identified as a DOD study is now being touted as a community review. If the present trend continues I can envision an increasing burden upon the IC Staff (a parade of advisors from CPAD, increased requests for studies by [ ] briefings and more meetings, etc.). All of this for an effort that I believe to be of dubious value to the DCI. In fact, after the most recent meeting 25X1 [ ] the DIA representative expressed serious reservations about net gain for his Agency. Similar concerns were expressed by CDR Zimmer--State, in a phone call to me the next day. I believe we must clearly identify the DCI's equities, if any, in this effort and use that as the basis for a decision to either fully commit IC Staff

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personnel or extricate ourselves completely. My own feeling is that there is much more to be gained by devoting our limited resources to the Interagency Crisis Management Task Group (now under General Sitton) and to the C&C Study Group under RADM Corley. Further, a new NSDM is imminent, which will require us to participate in a continuing interagency crisis management evaluation group, and will require CIA to participate in a senior-level support group to the WSAG. All of these, in my view, militate against any further involvement in the ASD(I) effort.



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PROPOSED WORK PLAN

NSDM 242 INFORMATION SYSTEM SUPPORT

TASK A - Information Needs

- done*
1. Prepare scenarios in which the United States might reasonably employ nuclear weapons. Refer to the work conducted by the NNTAP planning group and SAGA in (a) Central Europe, (b) Iran and (c) Soviet/Chinese border.
  - done*  
2. Identify situations in each scenario which would indicate a decision is required by the NCA/JCS. Identify options available to the decisionmaker at these points.
  - in progress*  
3. Determine the minimum essential information necessary for the decisions in TASK A2. Consider the functions that must be performed, i.e., (a) situation assessment (b) formulation of options (c) selection of option (d) reassessment of situation in order to make a new decision.
  4. Specify a range of values for the information with regard to timeliness, accuracy, and level of detail.

PROPOSED WORK PLAN

NSDM 242 INFORMATION SYSTEM SUPPORT

TASK B - Information Sources

1. Identify existing and planned systems offering the greatest promise for support of decisionmaking. Consider

25X1  sensors, other.

2. Describe system performance in terms of timeliness, accuracy, availability, communications and processing, and display requirements. Consider the effect of the environment on system performance.

TASK C - Analysis

1. Compare the performance of the selected systems with the information needs. Considerations include timeliness of tasking, availability of resources and mission priorities.

2. Identify the major deficiencies of the information systems. Be specific as to location of fault, e.g., sensor, communications, processing, or display.

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PROPOSED WORK PLAN

NSDM 242 INFORMATION SYSTEM SUPPORT

TASK D - Recommendations

1. Identify options for correction of the deficiencies listed in TASK C. Estimate costs and schedules.

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